

Rapid Rehousing Process, Landlord Engagement, and Creative Housing



GWEN MCQUEENEY
DEPUTY DIRECTOR OF SHELTER AND RAPID
REHOUSING
KIMBERLY DAVIDSON
HOUSING LOCATOR
NORTHERN VIRGINIA FAMILY SERVICE



8/26/2015

The Shelter Game



- SERVE shelter, a family and single shelter
- Stays at the shelter from 60 days up to **9 months**.
- No goal oriented service plans; no follow up or follow through
- Clients had “exhausted their stay” and were discharged
- Clients were exiting without housing plans
- Recidivism was high



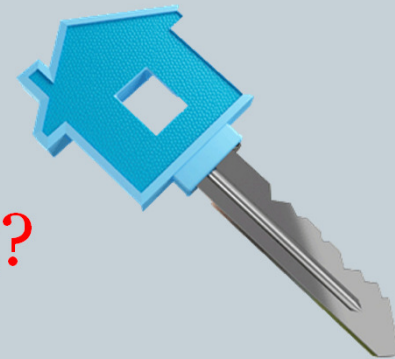
Transition in homelessness approach



Moved from addressing symptoms of homelessness to ***ending homelessness***:

- Prince William County 10 Year Plan to End Homelessness
- Rapid Rehousing Model: Nationally recognized, evidence-based approach

• What is Rapid Rehousing?



What did Rapid Rehousing mean for our program?



- Examined our staffing structure
- Retooled all forms
- Shifted the focus of work from an *internally* focused program to an *externally* focused program



Housing First and Housing Fast!

In and Out

- **Prior to Rapid Rehousing:**
- Goal planning was not incorporated
- Concentrated on how to fix all of a clients problems; as defined by them.
- Focus was not on housing.
- **Ready, Set, Go Rapid Rehousing:**
- Shifted focus of work to external factors. How could a client be supported upon exit.
- Intense emphasis on housing and stabilizing in the community.
 - Once housed, a client could connect to benefits and work on self-sufficiency in the community.
- Identified shelter as a short-term solution to a homeless crisis.



Revised Staffing Structure



- Expanded staff from only case managers to include:
 - Central Intake Coordinator
 - Housing Locator
 - Community Case Manager
- Staff became Certified Housing Counselors
- HUD Approved Housing Counseling Agency



The Birth of a Rapid Rehousing Program



Clients now enter
a Rapid
Rehousing
Program versus a
homeless shelter

*Rapid Rehousing
Contract signed
at intake*

Northern Virginia Family Service RAPID REHOUSING CONTRACT

This is a Rapid Rehousing Contract between _____ and Northern Virginia Family Service. SERVE Emergency Shelter, a program of Northern Virginia Family Service (NVFS), is dedicated to providing safe, short-term, time limited shelter for families and single adults.

The primary goal for all Clients of SERVE is to take specific action steps that will achieve housing as quickly as possible. This will be done through working towards goals developed with your Case Manager and outlined in your Housing Stabilization Plan. While this facility does not guarantee that every Client will leave into a permanent housing option, every Client has the opportunity to have a productive shelter stay. You are strongly encouraged to utilize all outside resources in order to accomplish this goal. **Should any resource offered to you be turned down, that will be taken into account and possibly affect your stay at SERVE.**

While the SERVE Rapid Rehousing program can provide you with the opportunity to accomplish your goals, this is a short term, time limited service. Staff at SERVE are here to support and encourage you along the way, and **ultimately it is your attitude and self-determination that will dictate what outcomes and successes are achieved.**

The following list includes expectations for clients to work towards while residing at SERVE, including but not limited to:

- Search for Housing options daily (affordable rentals, contact family, friends, shared housing).
- Meet with your assigned Case Manager as scheduled.
- Save and verify income/expenses (pay stubs, bank statements, and receipts of purchases).
- Search for and obtain employment (complete and submit job applications, resumes and cover letters etc).
- Apply for public benefits, community resources, and additional support services.
- Attend Life Skills classes or other vocational programs as assigned.
- Follow all Shelter rules and policies and constructively contribute to a positive Shelter community.

Your case will be reviewed by the SERVE Shelter Team and **your length of stay will be determined according to your actions and progress.**

In signing this document I acknowledge that this Rapid Rehousing Contract was verbally reviewed with me. I **understand that neither funding nor housing is guaranteed.** I have asked questions and received clarification of all materials in this document.

I agree to abide by its terms and understand that any violation made on my part subjects me to termination of residency from the SERVE shelter program.

Client Signature

Date

Staff Signature

Date

8/26/2015

Tool: Housing Barrier Assessment

Housing Barrier Assessment Tool

Client Name: _____ HMIS #: _____
 Staff Completing: _____ Date: _____

	3	2	1	0	SCORE
HOUSING/RENTAL HISTORY	More than 1 eviction and/or 1 foreclosure	0-1 eviction	No housing history	No evictions	
	More than 1 negative reference	1 negative reference	No landlord references	1 or more landlord references	
	No rent or security deposit	Part rent / no security deposit	Full Rent/ Partial Security Deposit	Full security deposit and rent	
	Utility and rent arrearage	Rent arrearage	Utility arrearage	No utility or rent arrearage	
EDUCATION	Did not complete HS or GED	GED	High School Diploma	College Diploma	
	Cannot read, write, and speak in English	No training or equivalent	Currently enrolled in training program	Training certificate	
EMPLOYMENT	Extremely low income (50% AMI)	Very low income (50% AMI)	Low income (50% AMI)	Market rate income	
	No work history	Irregular work history	1 - 2 episodes of unemployment	Regular work history	
	Not employed	Less than 20 hrs. weekly or periodically	Part time/ 20 to 35 hrs. weekly	Full time/ 40 hrs. weekly	
DEBT / INCOME FINANCES	Current debt in excess of \$3000 and bankruptcy	Debt of \$1500 to \$3000	Minimal debt \$0-\$1500	No debt	
	Not current with payments	Sending only minimum payment required	Regular with payments	No payments	
	More than 2 Judgments and/or Liens within last five years	2 Judgments or Liens within last three years	1 Judgement or Lien within last year	No Judgments or Liens	
CRIMINAL	Violent felonies	Nonviolent felonies	Misdemeanors	No criminal history	
	New charges/convictions	Convictions within 7 years	Conviction within 8 to 10 years	No new charges or convictions	
TRANSPORTATION	No transportation or means to transportation	Unreliable transportation	Means to reliable transportation (Able to access bus)	Reliable Transportation (own vehicle/ convenient bus)	

Add scores and divide by 15 = case weight

High Barrier/Case Weight is 3

Moderate Barrier/Case Weight is 2

Low Barrier/Case Weight is 1

FY 2011 Income Limit Category	1 Person	2 Person	3 Person	4 Person	5 Person	6 Person	7 Person	8 Person
Very Low (50%) Income Limits	\$37,125	\$42,450	\$47,750	\$53,050	\$57,300	\$61,550	\$65,800	\$70,050
Extremely Low (50%) Income Limits	\$22,300	\$25,500	\$28,700	\$31,850	\$34,400	\$36,950	\$39,500	\$42,050
Low (50%) Income Limits	\$47,350	\$54,100	\$60,850	\$67,600	\$73,050	\$78,450	\$83,850	\$89,250

Worker's Notes – Include any information about the CL that would make this Housing Barrier Assessment Tool inaccurate; what barrier level should be assigned. THIS WILL BE REVIEWED AND CONSIDERED BY THE SUPERVISOR

Tool: Housing Stabilization Plan



NORTHERN VIRGINIA FAMILY SERVICE HOUSING PROGRAM Housing Stabilization Plan

Client Name: _____ Date: _____

Use one sheet for each Long Term Goal Statement. List the steps to reach the goal in chronological order, beginning with the first short term step. Target dates are the month and year when each step will begin and end. Steps and dates are optional.

This planning sheet is an: ☐ Original / Initial Goal in this service category OR ☐ Added Goal or Revised Goal as of _____

mm/dd/yyyy

PRIMARY GOAL: _____ Service Area: ☐ Educational ☐ Emotional ☐ Financial ☐ Medical ☐ Vocational ☐ Housing

Statement of concern or need: _____ **Rating:** _____

Your Goal Statement: _____

Your strengths and social resources that will help you reach this goal include: _____

The case manager's referrals and/or suggested activities to support your efforts to reach this goal: _____

Short Term Goal: Obtain Permanent Housing	Person(s) Responsible	Target Date to Begin mm/yyyy	Target Date To Complete mm/yyyy	N/A	Date completed
1. Meet with Housing Locator					
2. Conduct Market Based Research					
3. Save Money for a Deposit					
4. Assess Address Rental Barriers					
5. Attend Basics of Renting Life skills					
6. Other:					

SECONDARY GOALS (Check all that apply): _____ Service Area: ☐ Educational ☐ Emotional ☐ Financial ☐ Medical ☐ Vocational ☐ Housing

Statement of concern or need: _____ **Rating:** _____

Your Goal Statement: _____

Your strengths and social resources that will help you reach this goal include: _____

The case manager's referrals and/or suggested activities to support your efforts to reach this goal: _____

Short Term Goal: Stabilize Personal Finances	Person(s) Responsible	Target Date to Begin mm/yyyy	Target Date To Complete mm/yyyy	N/A	Date completed
1. Create and Follow Budget Worksheet					
2. Obtain or Increase Regular Income (including applying for public assistance)					
3. Decrease Debt: Know and Increase Credit Score					
4. Build Emergency Savings					
5. Attend Financial Life skills					
6. Other:					

Short Term Goal: Obtain/ Strengthen Employment	Person(s) Responsible	Target Date to Begin mm/yyyy	Target Date To Complete mm/yyyy	N/A	Date completed
1. Acquire/Maintain Employment					
2. Attend Educational/ Vocational Training					



Be Back in 10!



**KEEP
CALM
AND
TAKE A
BREAK**

Check-In



**KEEP
CALM**

AND

**ITS TIME FOR
QUESTIONS**

BUT...



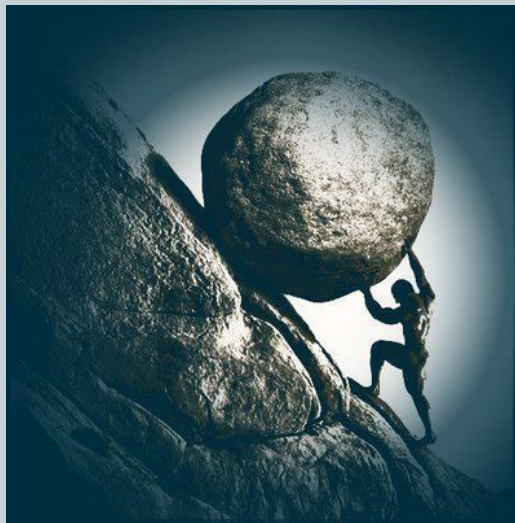
Three critical questions had to be answered to begin the shift to a Rapid Rehousing ***mindset***:

- How could we reduce stays to 30 days?
- Upon leaving shelter, where were clients going?
- How do we keep clients housed and reduce recidivism?



This is going to be an uphill battle!

- Both *clients* and *staff* were not on-board with Rapid Rehousing



“This is not going to work...”

“People can’t be expected to change that fast..”

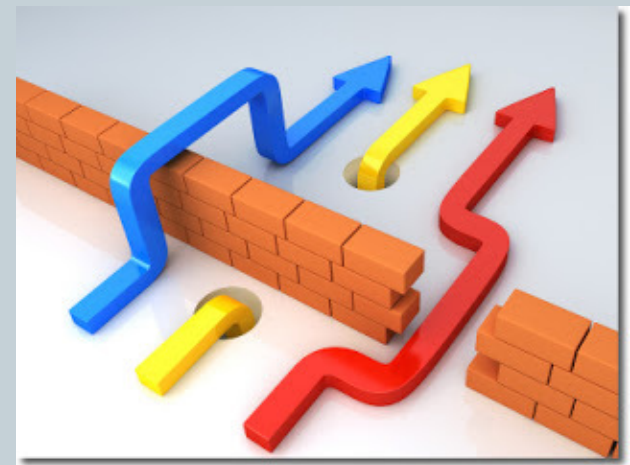
“ So you are just going to put someone into housing without a job or benefits..”

“This is crazy...”

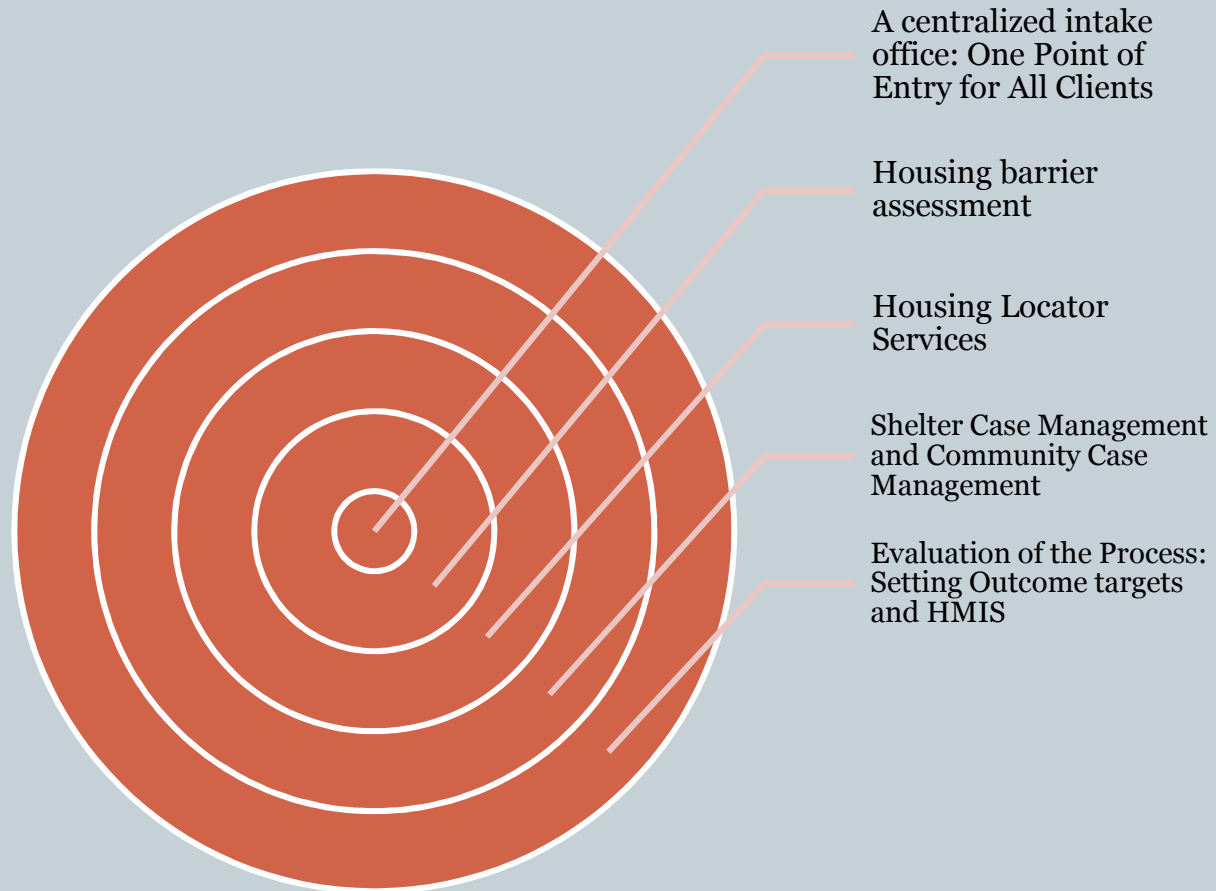
System Mindset



- Housing Counselors cannot address all barriers; barriers do not mean that a client can not be housed
- Clarified roles; both for workers and clients
- Focused crisis oriented work
- Shifted from a punitive shelter system to a system focused on housing goals and addressing housing barriers.



The Structure...



The Key Players...



Central Intake Worker:

- Assesses each call that comes received to determine referral.
- If not homeless, then forwarded call to Prevention Workers.
- If homeless, ensures bed space and assigns intake date

Housing Counselors:

- Barrier Assessment Form completed with all new client(s).
- Sets discharge date, 30 days from entry.
- Works intensively with client on Housing Stabilization Plan.
- Coordinates referrals in the community.
- Links client(s) to Housing Locator

Housing Counselor Community :

- At entry, client(s) meets with CCM to discuss discharge/aftercare plan.
- Meets with client(s) and Housing Locator to establish housing plan.
- Works with client(s) in the community around stabilization, links to community resources, and assesses if further financial assistance is needed to maintain housing.
- Works with client(s) 3-6 months.
- Collaborates with landlords to support process.

Housing Locator:

- Works in the community around landlord recruitment
- Researches affordable housing opportunities
- Maintains landlord database.
- Works with shelter and community homeless
- Facilitates life skills workshops for client(s)
- Meets with clients about housing search, financial assistance, and completes pre-inspection move in.
- Staffs cases with Community Case Manager.

A New Look...A New Way...



- Client(s) enter into a Rapid Rehousing Program.
- RRH education for clients
- Each case individually staffed
- Team meetings to staff cases, review length of stay, and collaborate
- Set internal challenges
- Review/evaluate data on a Monthly, Quarterly and Annual Basis



Time Frame....



First 24 hours:

- RRH Intake completed
- Housing Barrier Assessment completed
- Client(s) given overview of RRH program
- RRH Contract Agreement signed

Within 72 hours:

- Housing Counselor meetings established
- Housing Stabilization Plan is completed
- Introductions to Housing Locator and Community Case Manager
- Attend Basics of Renting Class

At Day 15:

- Housing/ Employment searches reviewed
- Housing Locator meetings established
- First internal Community CM meeting
- Extension requests reviewed

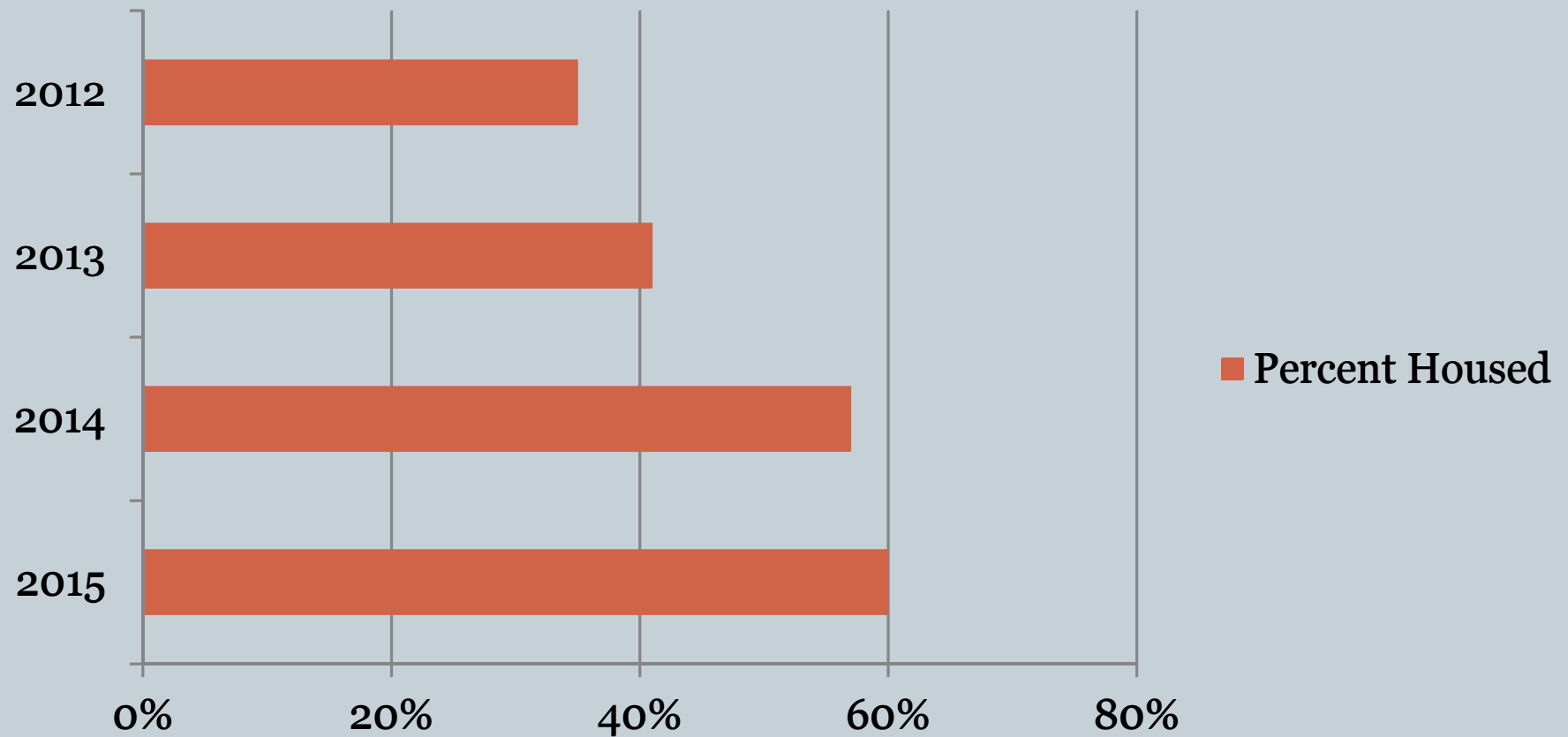
Discharge Date (30th day)

- Household item assistance provided
- Discharge summary completed
- Move into home
- First community appointment for Community CM scheduled

Rapid Rehousing Success



Percent Housed



Break Time!!!!



**KEEP
CALM
AND
TAKE A
BREAK**

Questions, Anyone??



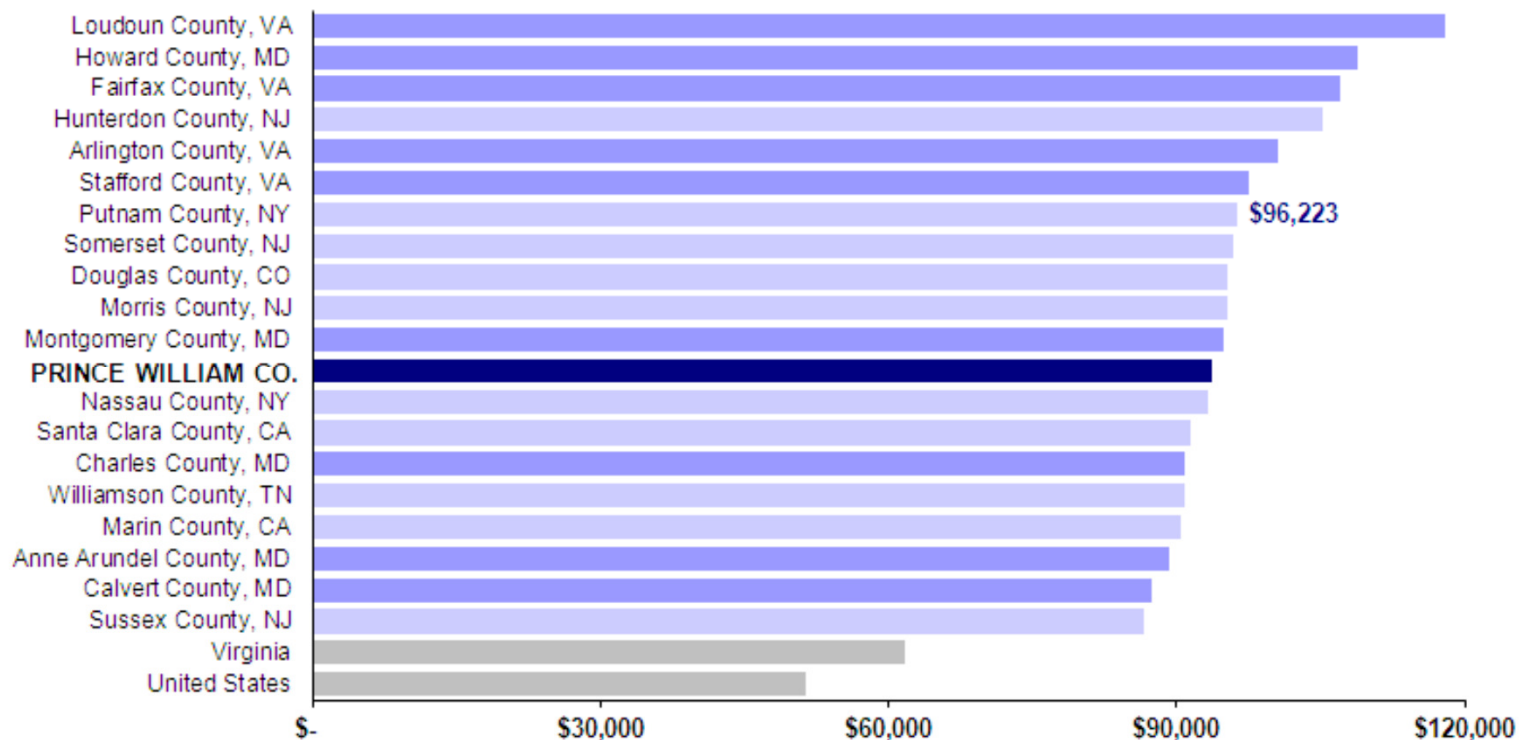
**KEEP
CALM**

AND

**ITS TIME FOR
QUESTIONS**

2012 Median Household Income - Prince William

2012 Median Household Income, Top 20 Counties in the U.S.



Source: U. S. Bureau of Census. 2012 American Community Survey 1-Year Estimates

According to the 2012 American Community Survey,

Prince William County, Virginia



- At \$20.26/hr., Virginia has the 8th highest housing wage in the nation.
- In 2013, the average weekly wage was \$831 (\$20.77/hr.) a 9.1% growth since 2008.
- Rising rent and a decline in rental accommodation made housing unaffordable for the majority of our clients



Housing in Prince William County

- Prince William County is ranked the ***fourth fastest*** growing county in the state of Virginia.
- PWC FMR for a 1 bedroom unit \$1,328 per month; 2 bedroom unit \$1,506 per month; and 3 bedroom unit \$1,943 per month.
- Affordable Housing Crisis:
 - Affordable Rental Units demolished to make way for new luxury apartments and townhomes
 - City Board of Supervisors denied two applications from Developers for Affordable Dwelling Units.

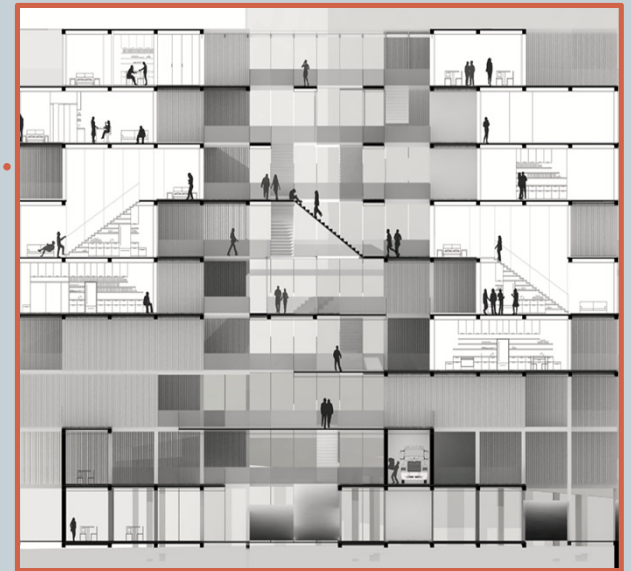


Creative Housing



Housing Locator immediately understood that creative housing opportunities had to be explored.

- Do clients need to relocate outside of PW County?
 - Fauquier, Stafford, Spotsylvania Counties....
- Outside of Northern Virginia?
 - Warren, Orange, Shenandoah Counties...
- What about Shared Housing opportunities?



Network, Network, Network



- Housing Locator began networking:
 - ✦ Housing Locator Network System
 - ✦ NVFS Programs
 - ✦ PWC Office of Housing Brokerage Firms and Associations
 - ✦ Property Management companies
 - ✦ Local businesses
 - ✦ Volunteers
- Media
 - ✦ Print –newspaper, magazine, church bulletins, brochures
 - ✦ Social – Facebook, Tweeter, and Craigslist



Shared Housing



Housing Locator worked with community faith-based organizations and local agencies to explore shared housing opportunities.

- Rooms for rent
- Caregiver arrangements
- Labor in exchange for housing

For many of our clients, this was the first step to getting housed and becoming stable.

Why Shared Housing?

For Homeowner/Renter:

- A way to prevent foreclosure
- Eviction prevention
- Off set cost of home expenses
- Receipt of services
- Companionship
- Security

For the Renter:

- High barriers may not be a factor
- Affordable Housing
- Off sets living costs
- Employment opportunity
- Companionship
- Security

Landlord Incentives/Benefits



- Clients attended life skill workshop focused on “How to be a good tenant” & “Basics of Renting”.
- Quicker occupancy time/lower occupancy rate
- Guidance with lease preparation
- Possible rent subsidy
- Community case management to client (tenant)
- Dispute resolution
- Semi-annual Landlord Breakfast event
- Landlord Appreciation Award



How did these changes impact our program?

A large, stylized red arrow pointing to the left, with a white outline and a decorative notch on its right side. It contains the text "From 245 day shelter stay".

From 245 day
shelter stay

A large, stylized red arrow pointing to the right, with a white outline and a decorative notch on its left side. It contains the text "To an average 45 day shelter stay".

To an average 45
day shelter stay

Case Study: Group Activity and Discussion



In groups of four, please review the following scenario. One person can be the client, one the case manager, one the housing locator, and one the observer:

- T.C. was a mother of 3 who became homeless after fleeing domestic violence. She struggled with finding a job close to the shelter, in part due a hearing impairment disability. T.C was assessed to have vast experience with house cleaning and janitorial work. Your supervisor tells you that this case is a priority for RRH. And that she will need to move out of shelter in 30 days. What are your next steps in working with this client?



A

A Quickie: 10 minute break



**HAVE A
LITTLE FUN
AND
TAKE A
QUICK BREAK**

Thoughts, Feelings, Process



What challenges or initial reactions occurred during the group practice?

- For CM and Housing Locator?
- For Client?
- For Observer?

Was there resistance?

- Strategies to overcome resistance did you use?
- Fake it until you make it 😊

To make this scenario a reality in your work, what would have to change about your or your agency's mindset?

Summary



- Shifted from a Shelter System to a Rapid Rehousing Model
- Retooled our program and workflow
- Added staff and redefined roles of all staff
- Changed worker and client mindset
- Shifted mindset of rapid exit as a goal- intent focus on housing.
- Created creative housing options
- Increased landlord database to over 300
- Reduced shelter stay from 9 months to 45 days

Contact Information



Northern Virginia Family Service

❖ Gwen McQueeney, Deputy Director

Direct: 571-748-2604

gmcqueeney@nvfs.org

❖ Kimberly Davidson, Housing Locator

Direct: 571-748-2627

kdavidson@nvfs.org